

Career Security and Work Systems on Work Motivation of Civil Servants Under Employment Contracts (PPPK): The Mediating Role of Job Satisfaction

Milka Azikin ¹ Badaruddin Badaruddin ^{2*} Fitriani Latief ³

^{1, 2*, 3} Institut Teknologi dan Bisnis Nobel Indonesia, Indonesia

Email: badar@stienobel-indonesia.ac.id

ARTICLE HISTORY

Submitted : July 25, 2026
Reviewed : July 31, 2026
August 11, 2026
Revised : August 27, 2026
Accepted : August 28, 2026
Published : September 06, 2026

Conflict of Interest Statement:

The author(s) declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

ABSTRACT

Purpose: This study examines the effects of job security and work system on work motivation among Government Employees with Work Agreements (PPPK), with job satisfaction as a mediating variable at the Human Resource Development Agency (BPSDM) of South Sulawesi Province.

Research Method: A quantitative causal-associative design was employed. Data were collected through questionnaires from all 44 PPPK employees using saturated sampling. The variables included job security, work system, job satisfaction, and work motivation. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS).

Results and Discussion: Job security and work system positively and significantly affect job satisfaction but have no significant direct effect on work motivation. Job satisfaction positively affects work motivation and significantly mediates the effects of both job security and the work system on it.

Implications: Public sector organizations should strengthen job security and improve work systems to enhance job satisfaction and sustain employee motivation. Future studies may examine additional organizational and individual factors influencing PPPK motivation.

Originality: This study extends the public human resource management literature by demonstrating the mediating role of job satisfaction in the relationships between job security and work motivation, and between work system and work motivation, within the underexplored PPPK context.

Keywords: job security; work system; job satisfaction; work motivation; PPPK employees; public sector human resource management.

1. Introduction

The era of digital transformation and the dynamics of modern governance require civil servants (ASN) to possess adaptive competencies, high performance, and the ability to utilize technology to deliver high-quality public services (Yuniarti *et al.*, 2024). In this context, civil servants' work motivation is a strategic factor that determines the effectiveness of government organizations. Various studies indicate that ASN work motivation positively impacts job satisfaction, organizational commitment, and civil service performance; consequently, enhancing motivation is a critical component of the bureaucratic reform agenda (Sylviana *et al.*, 2020). In Indonesia, a fundamental change in civil service management was realized through the introduction of Government Employees with Work Agreements (PPPK) under Law No. 5 of 2014 as a solution to the long-standing issue of contract workers (Pradini & Sulistyono,

2025). The nationwide appointment of PPPK in 2025 marked a significant milestone, providing legal certainty to hundreds of thousands of honorary employees, including 44 PPPK currently serving at the South Sulawesi Provincial BPSDM. This change in status is not merely administrative but also a psychological event that influences individuals' perceptions of career certainty, job security, and organizational commitment (Subroto *et al.*, 2024).

Although they have obtained formal status as PPPK civil servants, fundamental questions remain regarding the extent to which this change is truly perceived as a clear and sustainable career path. This is significant because the discourse on the equality of PPPK rights with those of permanent civil servants (PNS)—particularly regarding career progression, promotions, and pension rights—continues to evolve. In fact, in discussions of the latest civil service regulations, there is talk of gradually converting PPPK into PNS (Hamada, 2025). This situation indicates that perceptions of career certainty among PPPK are not yet fully stable and are heavily influenced by developments in government policy (Harahap *et al.*, 2025). In addition to career certainty, changes in the work system following the status transition also pose a significant challenge. Before being appointed as PPPK, honorary staff generally worked in a relatively flexible and less structured environment (Destianikitha & Firdaus, 2025). After becoming civil servants (ASN), they are confronted with a more formal, merit-based work system characterized by high accountability and demands for professionalism, as mandated by Law No. 20 of 2023 (Januru *et al.*, 2026). This change requires a complex adaptation process, as individuals must adjust to higher organizational expectations.

To strengthen the theoretical contribution of this study, this research not only employs a conventional approach examining direct relationships between variables but also explicitly integrates the Job Demands-Resources (JD-R) Model and Psychological Contract Theory. From the perspective of the JD-R Model (Maryatmi, 2020), career certainty and work systems are positioned as job resources that reduce uncertainty, increase a sense of security, and foster job satisfaction, a positive psychological state. Meanwhile, Psychological Contract Theory posits that when an organization provides status certainty, career opportunities, and a fair work system, employees perceive the fulfillment of a psychological contract (Bahad r *et al.*, 2024), leading to increased job satisfaction and motivation (Firman *et al.*, 2024). The integration of these two theories provides a stronger foundation for explaining how career certainty and work systems influence PPPK work motivation, with job satisfaction as a mediating variable. This study integrates career security and work systems as predictors of motivation, with job satisfaction serving as the mediating variable, within the context of local government in the era of digital transformation. Research findings (Aman-Ullah *et al.*, 2022) and (Rhoda & Idubor, 2024) indicate that job security and work systems influence job satisfaction; Research findings (Sohail *et al.*, 2020) and (Kayar & Ye ilada, 2024) found that job security and work systems influence work motivation; research findings (Efendi & Yusuf, 2021) found that job satisfaction influences work motivation through job satisfaction as an intervening variable.

The novelty of this study lies not only in the empirical context of PPPK employees undergoing a status transition but also in strengthening the conceptual model by integrating two complementary theoretical perspectives. This approach is expected to provide a more comprehensive explanation compared to previous studies, which generally treated career security and work systems merely as direct predictors of work motivation without elucidating the underlying psychological mechanisms.

The urgency of this study is further underscored by the fact that its findings support achieving the Second Asta Cita—namely, strengthening education, science, technology, and digitalization—in which enhancing the capacity of civil service human resources serves as the foundation for the success

of the government's digital transformation. As the agency responsible for developing the competencies of regional civil servants (ASN), the South Sulawesi Provincial BPSDM requires a data-driven understanding of the factors influencing PPPK motivation so that human resource development policies can be more targeted, aligned with the needs of the digital era, and oriented toward optimal public service.

This study aims to comprehensively analyze the influence of career certainty and work systems on the job motivation of PPPK at the South Sulawesi Provincial BPSDM, with job satisfaction serving as the mediating variable. The research findings are expected to make an academic contribution by strengthening theoretical models grounded in the JD-R Model and Psychological Contract Theory, and to provide a practical contribution through policy recommendations to enhance PPPK motivation, job satisfaction, and career development more adaptively. Thus, PPPK—as part of the civil service—can play a maximal role in realizing a modern, professional, and competitive bureaucracy in the era of digital transformation.

The remainder of this paper is organized as follows. Section 2 provides a literature review and hypothesis development. Section 3 presents the research method and design. Section 4 provides the results and discussion. Section 5 presents Concluding Remarks and Recommendations.

2. Literature Review and Hypothesis Development

2.1 Career Security

Career security is an individual's psychological state characterized by clarity of direction, continuity, and opportunities for career development within an organization (Kessi *et al.*, 2025). Career security provides employees with confidence in their future career prospects within the organization, thereby fostering positive work attitudes and behaviors (Zammitti *et al.*, 2020). From the perspective of the Job Demands-Resources (JD-R) Model, job resources are factors that can enhance employees' motivation, well-being, and positive attitudes toward their work (Surianto & Latief, 2026). One important job resource for Government Employees with Work Agreements (PPPK) is career certainty—that is, an individual's confidence in job continuity, career development opportunities, and prospects within the organization (Adzhar *et al.*, 2025). Career certainty provides a sense of security and reduces uncertainty that can lead to work-related stress. When employees feel they have a clear future within the organization, they tend to view their jobs more positively, demonstrate higher commitment, and experience greater job satisfaction (Rahmadiyah & Kuswinarno, 2024). For Government Employees with Work Agreements (PPPK), career certainty is a critical factor, as it affects the continuity of their employment status and opportunities for professional development. When PPPK employees feel they have a clear career future, they tend to demonstrate higher motivation to perform optimally, enhance their competencies, and contribute to achieving organizational goals. According to the JD-R Model, the availability of adequate job resources triggers motivational processes that increase employees' motivation to work. Research findings (Aman-Ullah *et al.*, 2022; Rhoda & Idubor, 2024) indicate that job security and work systems influence job satisfaction.

H1: *Career Security has a positive effect on Job Satisfaction among PPPK at the South Sulawesi Provincial BPSDM.*

H3: *Career Security affects Work Motivation among PPPK at the South Sulawesi Provincial BPSDM.*

2.2 Work System

A work system is a set of formal mechanisms that govern how work is designed, carried out, and controlled within an organization. A work system includes the division of tasks, standard operating procedures, authority structures, communication channels, and the management of workloads and working hours (Judge & Robbins, 2017). From the perspective of the Job Demands-Resources (JD-R) Model, a work system is an aspect of the work environment that can function as a job resource when it is designed effectively and clearly, and in ways that support employees' task performance. A good work system includes a clear division of tasks, structured work procedures, flexibility in performing work, and adequate organizational support (Rahmadiyanti & Kuswinarno, 2024). These conditions help employees perform their work more efficiently, reduce barriers to work, and enhance job satisfaction. For Government Employees with Work Agreements (PPPK), a well-organized work system can create a more positive work experience by clarifying roles, facilitating coordination, and ensuring a balance between job demands and employees' capabilities. According to the JD-R Model, the availability of adequate job resources enhances employees' psychological well-being and fosters positive work attitudes, including job satisfaction. For Government Employees with Work Agreements (PPPK), a good work system can improve perceptions of organizational support for the performance of their duties. When work procedures, task distribution, coordination mechanisms, and performance evaluations function effectively, employees will feel more capable of performing their jobs well and be motivated to deliver their best performance (Marlinawati, 2025).

H2: *The Work System has a positive effect on Job Satisfaction among PPPK employees at the BPSDM of South Sulawesi Province.*

H4: *The Work System has a positive effect on Work Motivation among PPPK employees at the BPSDM of South Sulawesi Province.*

2.3 Job Satisfaction

Job satisfaction is a psychological construct that represents an individual's affective and cognitive responses to various aspects of their work (Bennouna *et al.*, 2025). In the context of public organizations, job satisfaction not only reflects feelings of happiness or dissatisfaction with one's job but also serves as a critical indicator of governance effectiveness and the quality of public services. From the perspective of Psychological Contract Theory, job satisfaction arises when employees feel that the organization has fulfilled its formal and psychological obligations (Asniwati & Latief, 2026). The fulfillment of this psychological contract creates a sense of being valued, treated fairly, and receiving adequate support from the organization (Zebua *et al.*, 2024). These conditions encourage employees to reciprocate the organization's positive treatment by increasing their motivation and willingness to make greater contributions to their work. Job satisfaction reflects employees' level of comfort and positive feelings toward their work. Satisfied employees will exhibit a more optimistic, enthusiastic, and committed attitude toward performing their duties (Kustiawan *et al.*, 2022). Among PPPK employees at the South Sulawesi Provincial BPSDM, high job satisfaction can boost intrinsic motivation to work more effectively, meet performance targets, and actively contribute to organizational goals (Fatmasari & Badaruddin, 2022). Thus, the higher the level of job satisfaction felt by employees, the higher the work motivation they demonstrate (Badaruddin *et al.*, 2023).

H5: *Job satisfaction has a positive effect on the work motivation of PPPK employees at the South Sulawesi Provincial BPSDM.*

2.4 Career Certainty Has a Positive Effect on Work Motivation through Job Satisfaction as an Intervening Variable

The indirect relationship between career certainty and work motivation can be explained by integrating the Job Demands-Resources (JD-R) Model and Psychological Contract Theory. In the JD-R Model, career certainty is one of the job resources that provides employees with a sense of security, clarity about the future, and development opportunities. The availability of these resources not only enhances employees' psychological well-being but also fosters a positive perception of their work (Sati & Izzati, 2025). Meanwhile, Psychological Contract Theory posits that when an organization meets employees' expectations regarding career continuity and professional development, employees experience greater satisfaction, serving as a positive evaluation of their employment relationship. The career certainty experienced by PPPK employees enhances job satisfaction because they feel secure and have opportunities to grow within the organization. High job satisfaction, in turn, fosters stronger work motivation, characterized by enthusiasm, commitment, and a desire to contribute their best to the organization. Thus, career certainty not only directly influences work motivation but also indirectly through increased job satisfaction. The higher the perceived career certainty among PPPK employees, the higher their job satisfaction, which ultimately increases their work motivation (Reza *et al.*, 2025).

H6: *Career security has a positive effect on work motivation through job satisfaction as an intervening variable among PPPK at the South Sulawesi Provincial BPSDM.*

2.5 The Work System Influences Work Motivation Through Job Satisfaction as an Intervening Variable

The relationship between work systems and work motivation, mediated by job satisfaction, can be explained by integrating the Job Demands-Resources (JD-R) Model and Psychological Contract Theory. In the JD-R Model, an effective work system is a form of job resource that helps employees perform their tasks more focused, efficiently, and comfortably. A clear work system includes a structured division of tasks, easy-to-understand work procedures, good coordination, and adequate organizational support. The availability of these resources can reduce barriers to work and enhance positive work experiences for employees. Furthermore, based on Psychological Contract Theory, a fair and supportive work system reflects the fulfillment of employees' expectations of the organization (Arefin *et al.*, 2023). When an organization provides a work system that facilitates task execution and supports the achievement of work goals, employees will feel valued and treated in a manner consistent with their expectations. This enhances job satisfaction, which ultimately drives higher work motivation. In other words, a good work system not only directly influences work motivation but also enhances it by fostering job satisfaction. In the context of PPPK at the South Sulawesi Provincial BPSDM, an effective work system can increase employees' job satisfaction, which in turn boosts their enthusiasm, commitment, and drive to deliver their best performance for the organization. Therefore, job satisfaction acts as a mediating mechanism between the influence of the work system and work motivation.

H7: *The work system has a positive effect on work motivation through job satisfaction as an intervening variable among PPPK staff at the South Sulawesi Provincial BPSDM.*

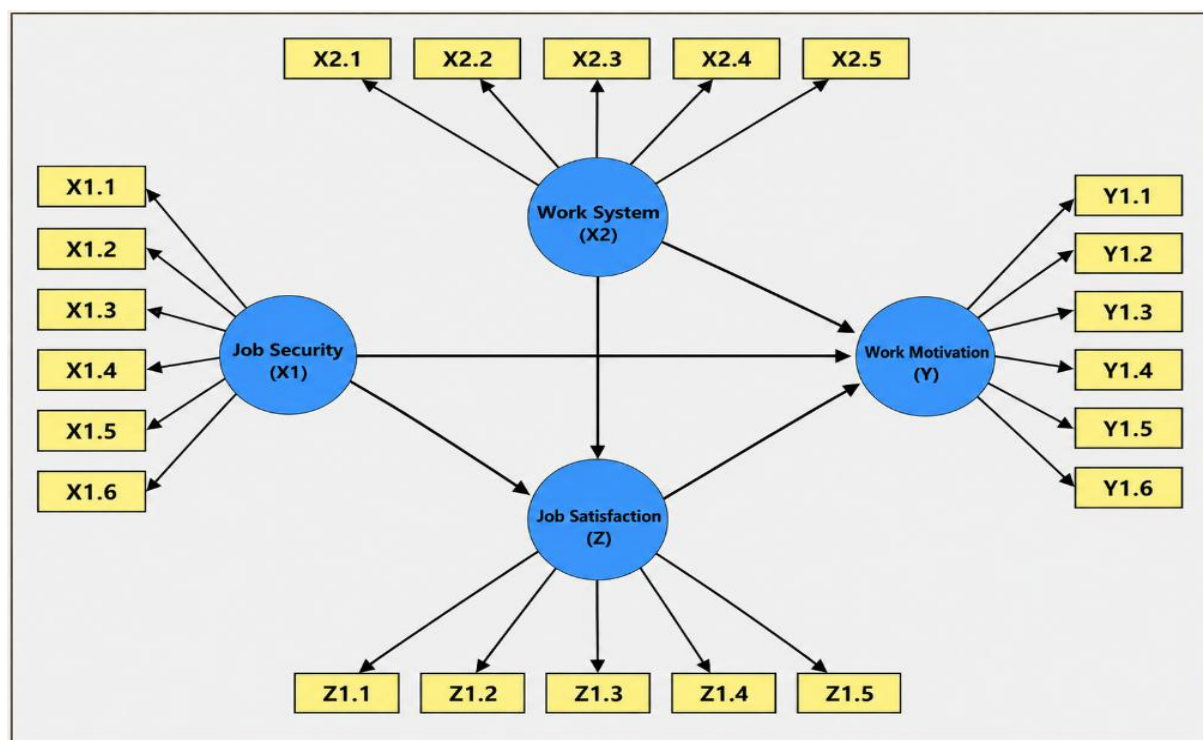
3. Research Method

This study employs a quantitative approach with a causal-associational design to analyze cause-and-effect relationships among variables using a questionnaire and inferential statistics, thereby elucidating

the influence of career certainty and work systems on motivation through job satisfaction (Creswell & Creswell, 2017). A population consists of all subjects that possess certain characteristics relevant to the research objectives (Sugiyono, 2020). The population of this study comprises all 44 PPPK employees at the South Sulawesi Provincial BPSDM. Because the number is relatively small, total sampling was used, meaning the entire population served as the study's respondents. The research instrument used was a questionnaire. A questionnaire is a systematically organized list of questions designed to obtain information or responses from respondents (Sugiyono, 2020). The questionnaire used a Likert scale to measure respondents' perceptions, with a rating range of 1–5, from "Strongly Disagree" (1) to "Strongly Agree" (5).

Data analysis was conducted using the Structural Equation Modeling (SEM) approach. Each hypothesis will be analyzed using Partial Least Squares (PLS) software, Version 4.0, to test the relationships among the variables. The following is an overview of the variables to be studied:

Figure 1. Research Model



4. Results and Discussion

4.1 Analysis Results

4.1.1 Description of Respondent Characteristics

Table 2 shows that of the 44 PPPK respondents at the South Sulawesi Provincial BPSDM, 25 (56.8%) were male and 19 (43.2%) were female. Furthermore, respondents by age consisted of 7 people (15.9%) aged 21–30, 23 people (52.3%) aged 31–40, 11 people (25%) aged 41–50, and 3 people (6.8%) aged over 50. Regarding the highest level of education, 17 respondents (38.7%) had a high school diploma, 4 (9%) held a vocational diploma, 22 (50%) held a bachelor's degree (S1), and 1 (2.3%) held a master's degree (S2).

Table 2. Respondent Characteristics

Variable	Measurement	N	%
Jenis Kelamin	Man	25	56.8%
	Woman	19	43.2%
Usia	21-30 years old	7	15.9%
	31-40 years old	23	52.3%
	41-50 years old	11	25%
	> 50 years old	3	6.8%
Pendidikan Terakhir	High School	17	38.7%
	Diploma (D3)	4	9%
	Bachelor's Degree (S1)	22	50%
	Master's Degree (S2)	1	2.3%
Masa Kerja	<5 years	5	11.4%
	5-10 years	20	45.5%
	11-20 years	18	40.9%
	>20 years	1	2.2%

Source: Processed data, 2026

4.1.2 Validity and Reliability Tests

Table 3. Validity and Reliability Test Results

Variable	Instrumen	Outer Loading	Average Variance Extracted (AVE)	Result
Career security (X1)	X1.1	0.899	0.795	Valid
	X1.2	0.887		Valid
	X1.3	0.883		Valid
	X1.4	0.888		Valid
	X1.5	0.914		Valid
	X1.6	0.877		Valid
Work System (X2)	X2.1	0.914	0.843	Valid
	X2.2	0.935		Valid
	X2.3	0.933		Valid
	X2.4	0.897		Valid
	X2.5	0.911		Valid
Job Satisfaction (Z)	Z1.1	0.847	0.791	Valid
	Z1.2	0.893		Valid
	Z1.3	0.913		Valid
	Z1.4	0.895		Valid
	Z1.5	0.896		Valid
Work Motivation (Y1)	Y1.1	0.895	0.795	Valid
	Y1.2	0.895		Valid
	Y1.3	0.824		Valid
	Y1.4	0.865		Valid
	Y1.5	0.949		Valid
	Y1.6	0.916		Valid

Source: Processed data, 2026

Table 3 shows that the outer model values—i.e., the correlations between the constructs and the variables—are above 0.50, indicating that career certainty, work system, job satisfaction, and work motivation meet the validity criteria.

Table 4. Composite Reliability dan Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha	Result
Career Security (X1)	0.959	0.948	Reliable
Work System (X2)	0.964	0.954	Reliable
Job Satisfaction (Z)	0.950	0.934	Reliable
Work Motivation (Y1)	0.959	0.948	Reliable

Source: Processed data (PLS, 2026).

The results for both composite reliability and Cronbach's alpha show that the reliability coefficients for career certainty, work system, job satisfaction, and work motivation are all above 0.70, meaning that all variable instruments are reliable.

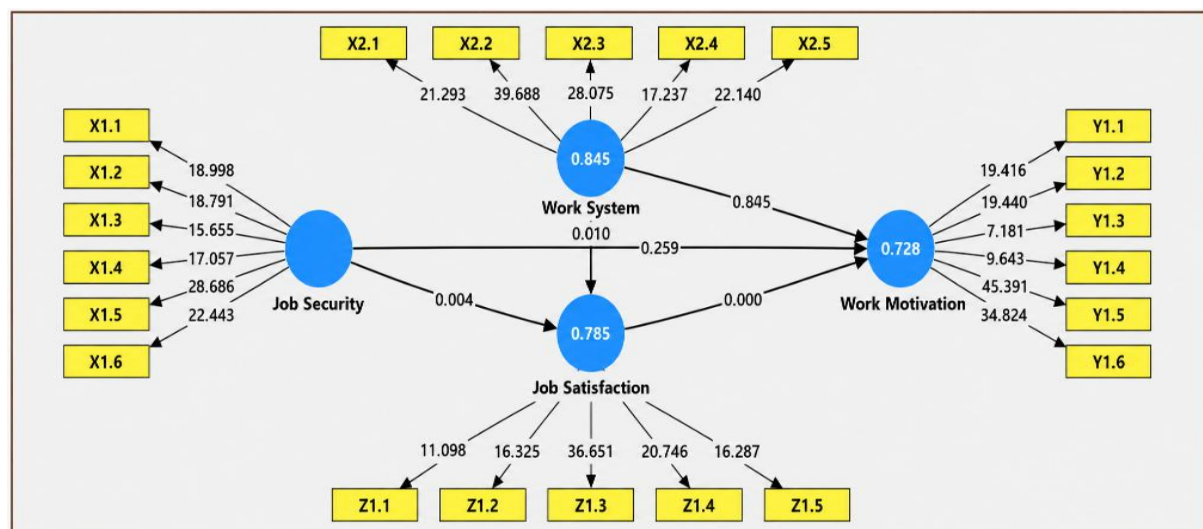
Table 5. R-Square Test

Construct	R Square	Adj. R Square
Job satisfaction (Z)	0.785	0.774
Work Motivation (Y1)	0.728	0.708

Source: Processed data (PLS, 2026).

The R-Square value for the job satisfaction variable is 0.785 (78.50%), indicating that the career certainty and work system variables explain 78.50% of the variance in job satisfaction. In comparison, the remaining 21.50% is explained by other variables not included in this study. Furthermore, the R-Square value for the work motivation variable is 0.728 (72.80%), indicating that the variables of career certainty, work system, and job satisfaction explain 72.80% of the variance in work motivation. In comparison, the remaining 27.20% can be explained by other variables not included in this study.

Hypothesis testing following the evaluation of the SEM-PLS model yielded the path coefficients and p-values shown in Figure 2 and Table 6.

Figure 2. Hypothesis Test Results


The PLS data analysis results shown in Figure 2 above are summarized in the hypothesis test results in Table 6.

Table 6. Hypothesis Test Results

Iner Variable	Original Sample	T Statistics	P Values	Results
Job Security and Job Satisfaction	0.468	2.844	0.004	Hypothesis 1 Accepted
The Relationship Between the Work System and Job Satisfaction	0.462	2.582	0.010	Hypothesis 2 Accepted
Job security and work motivation	0.237	1.128	0.259	Hypothesis 3 Rejected
The Relationship Between the Work System and Work Motivation	0.044	0.196	0.845	Hypothesis 4 Rejected
Job Satisfaction and Work Motivation	0.682	3.578	0.000	Hypothesis 5 Accepted
Job Security and Its Impact on Work Motivation Through Job Satisfaction	0.319	2.024	0.043	Hypothesis 6 Accepted
The Relationship Between the Work System and Work Motivation Through Job Satisfaction	0.315	2.084	0.037	Hypothesis 7 Accepted

Source: Processed data (PLS, 2026).

Figure 2 and Table 6 show that job security has a positive and significant effect on job satisfaction, as evidenced by the original sample value of 0.468 and a p-value of 0.004 (hypothesis accepted); the work system has a positive and significant effect on job satisfaction, as indicated by an original sample value of 0.462 and a p-value of 0.010 (hypothesis accepted); job security does not have a positive and significant effect on work motivation, as indicated by an original sample value of 0.237 and a p-value of 0.259 (hypothesis rejected); the work system has a positive and significant effect on work motivation, as indicated by an original sample value of 0.044 and a p-value of 0.845 (hypothesis rejected); job satisfaction has a positive and significant effect on work motivation, as indicated by the original sample value of 0.682 and a p-value of 0.000 (hypothesis accepted); job security has a positive and significant effect on work motivation through the mediation of job satisfaction, as indicated by the original sample value of 0.319 and a p-value of 0.043 (hypothesis accepted); the work system has a positive and significant effect on work motivation through the mediation of job satisfaction, as indicated by an original sample value of 0.315 and a p-value of 0.037 (hypothesis accepted).

4.2 Discussion

4.2.1 The Effect of Job Security on Job Satisfaction

The study found that the higher employees' level of confidence in the sustainability and security of their jobs, the higher their job satisfaction. Job security provides a sense of stability, reduces concerns about their future employment, and encourages employees to work more calmly and comfortably. These findings align with the Job Demands-Resources (JD-R) Model, which posits that job security is a job resource that can enhance employees' well-being and job satisfaction. When employees feel their jobs are secure, they are better able to cope with job demands and maintain a positive psychological state. Furthermore, Psychological Contract Theory explains that job security reflects the fulfillment of employees' expectations regarding the organization. When an organization provides a sense of job security, employees feel valued and treated fairly, thereby increasing their job satisfaction. These results align with studies by (Aman-Ullah *et al.*, 2022; Rhoda & Idubor, 2024), which found that job security positively affects employee job satisfaction.

4.2.2 The Effect of Work Systems on Job Satisfaction

The research findings indicate that work systems have a positive and significant effect on job satisfaction among PPPK employees at the South Sulawesi Provincial BPSDM. This means that the better the work systems implemented—such as clear procedures, task distribution, coordination, and structured work mechanisms—the higher the level of job satisfaction experienced by employees. An effective work system helps employees carry out their tasks more easily, purposefully, and efficiently, thereby creating a more positive work experience. This finding aligns with the Job Demands-Resources (JD-R) Model, which posits that a good work system is a job resource that supports employees in coping with job demands. Clarity in workflows and organizational systems support can reduce barriers to work, improve task execution, and foster higher job satisfaction. Additionally, Psychological Contract Theory explains that providing a clear and fair work system fulfills employees' expectations of the organization. When an organization provides a structured work environment that supports task execution, employees feel valued and supported, thereby increasing their job satisfaction. The results of this study align with the findings of Hakim (2023), which emphasize the importance of work resources in enhancing employee well-being, as well as the research by Fitriadi *et al.*, (2022), which found that an effective work system contributes positively to employee job satisfaction.

4.2.3 The Effect of Job Security on Work Motivation

The research findings indicate that job security does not have a significant effect on work motivation among PPPK employees at the South Sulawesi Province BPSDM. This means that employees' perceptions—whether high or low—regarding job security and sustainability do not directly influence their level of work motivation. This suggests that the work motivation of PPPK employees is likely influenced more by other factors, such as career development opportunities, recognition, the work environment, leadership, or the meaning of the work itself. From the perspective of the Job Demands-Resources (JD-R) Model, job security is indeed classified as a job resource. However, not all job resources have the same influence on motivation. In the context of PPPK employees, job security may be viewed as a basic condition employees already expect; therefore, its mere presence is not sufficient to increase work motivation. Consequently, other resources that are more closely aligned with employees' actual needs may be more decisive in driving work motivation. Furthermore, Psychological Contract Theory explains that job security can be perceived as part of the organization's obligation that should naturally be provided to employees. Therefore, fulfilling this aspect does not necessarily increase motivation if employees expect other forms of support they perceive as more valuable, such as recognition, opportunities for growth, or a fair reward system. The results of this study are consistent with research by (Firman *et al.*, 2024; Adipura & Puspitasari, 2022), which show that job security does not always have a direct effect on work motivation, especially when employees prioritize intrinsic factors and opportunities for self-development in their work.

4.2.4 The Effect of Work Systems on Work Motivation

The research findings indicate that the work system does not have a significant effect on work motivation among PPPK at the South Sulawesi Provincial BPSDM. This means that whether the implemented work system is good or poor does not directly influence employees' level of work motivation. This suggests that PPPK's work motivation is influenced more by other factors, such as recognition, leadership, career development opportunities, and intrinsic motivation in carrying out

public service duties. From the perspective of the Job Demands-Resources (JD-R) Model, the work system can be categorized as a job resource that helps employees complete their work more effectively. However, not all job resources automatically enhance motivation. In the context of PPPK at BPSDM in South Sulawesi Province, the existing work system—which is relatively standard and uniform—is likely viewed as routine and thus does not serve as a primary driver of increased employee motivation. Furthermore, Psychological Contract Theory holds that clear, structured work systems are often regarded as the organization's basic obligation to employees. Therefore, the existence of a good work system does not necessarily boost motivation if employees expect other forms of support that they value more, such as recognition for performance, opportunities for competency development, and fair rewards. The results of this study are consistent with the findings of Sanjaya *et al.*, (2025), which state that contextual factors at work play a greater role in preventing dissatisfaction than in increasing motivation, as well as with the research by Indrawan (2025), which shows that work motivation is influenced more by intrinsic factors than by administrative aspects or work systems alone.

4.2.5 The Effect of Job Satisfaction on Work Motivation

The research findings indicate that job satisfaction has a positive and significant effect on work motivation among PPPK employees at the South Sulawesi Provincial BPSDM. This means that the higher the level of satisfaction employees feel toward their jobs, the higher their motivation to carry out their duties and responsibilities. Employees who are satisfied with their jobs tend to have greater enthusiasm, commitment, and a stronger desire to contribute their best to the organization. This finding aligns with the Job Demands-Resources (JD-R) Model, which posits that work conditions that foster satisfaction stem from the availability of adequate job resources. When employees feel satisfied because they receive support, recognition, and a positive work environment, they possess greater psychological energy to perform optimally, thereby increasing their work motivation. Furthermore, Psychological Contract Theory explains that job satisfaction arises when an organization meets employees' expectations and needs. Fulfilling this psychological contract fosters a sense of being valued and treated fairly, thereby encouraging employees to reciprocate through higher work motivation and dedication. The results of this study align with research by (Asif & Shaheen, 2022; Syailendra, 2023; Ahakwa *et al.*, 2021; Badaruddin *et al.*, 2023), which found that employees with high levels of job satisfaction tend to demonstrate greater work motivation, engagement, and performance.

4.2.6 The Effect of Job Security on Work Motivation through the Mediating Role of Job Satisfaction

The research findings indicate that job security has a significant effect on work motivation among PPPK employees at the South Sulawesi Provincial BPSDM, mediated by job satisfaction. This means that job security does not directly increase employees' work motivation; rather, it first increases job satisfaction, which in turn increases work motivation. In other words, the greater an employee's sense of security regarding the continuity of their employment, the more satisfied they are with their job, and ultimately, the higher their job motivation. This finding aligns with the Job Demands-Resources (JD-R) Model, which posits that job security is a job resource that contributes to positive psychological states, such as job satisfaction. This satisfaction, in turn, serves as a mechanism driving higher work motivation. Thus, the influence of job security on work motivation occurs through improved well-being and employees' positive attitudes toward their work. Furthermore, Psychological Contract Theory explains that job security represents the organization's fulfillment of employees' expectations. When employees feel

assured about their job status, they feel valued and treated fairly, leading to job satisfaction. This satisfaction, in turn, motivates employees to demonstrate greater motivation and dedication at work. These findings are consistent with studies by (Riyanto & Herlissha, 2020; Ahakwa *et al.*, 2021), which show that job security enhances employees' positive attitudes toward their work, as well as a study by Galu *et al.*, (2025), which found that job satisfaction serves as a key mechanism in boosting employee work motivation.

4.2.7 The Effect of Work Systems on Work Motivation Through the Mediation of Job Satisfaction

The research findings indicate that the work system has a significant effect on work motivation among PPPK employees at the South Sulawesi Provincial BPSDM, mediated by job satisfaction. This means that a good work system does not directly increase employees' work motivation but first fosters higher job satisfaction. This job satisfaction, in turn, drives employees' motivation as they carry out their duties and responsibilities. This finding aligns with the Job Demands-Resources (JD-R) Model, which posits that a clear, structured, and supportive work system constitutes a job resource that enhances employees' positive psychological well-being. The availability of such resources fosters job satisfaction, which in turn serves as a crucial mechanism for boosting work motivation (Parsaulian *et al.*, 2025). Thus, the influence of the work system on work motivation occurs through the creation of job satisfaction as a positive response from employees toward their work environment. Furthermore, Psychological Contract Theory explains that a fair, clear, and supportive work system fulfills employees' expectations of the organization. When an organization provides a work system that aligns with employees' needs, they feel valued and supported, leading to higher job satisfaction. This satisfaction, in turn, drives increased work motivation as a form of positive reciprocity toward the organization. These findings are consistent with research by Angelina & Supriadi (2023), which shows that job satisfaction contributes to increased work motivation, as well as with Pratama & Elistia (2020), who affirm that job resources influence motivation by fostering positive psychological conditions among employees.

5. Concluding Remarks and Recommendation

Based on the research findings, it can be concluded that job security and the work system have a positive and significant effect on the job satisfaction of PPPK employees at the South Sulawesi Province BPSDM. However, job security and the work system do not have a significant direct effect on work motivation. Job satisfaction had a positive and significant effect on work motivation, making it a key factor in enhancing employee motivation. Furthermore, the research results show that job satisfaction mediates the influence of job security and work systems on work motivation. This finding indicates that increasing job security and improving work systems will be more effective at boosting work motivation if they first foster high job satisfaction among employees.

This study confirms that, in the context of the PPPK at BPSDM South Sulawesi Province, job satisfaction serves as a key mechanism linking organizational factors—particularly job security and work systems—to employee work motivation. Therefore, efforts to enhance work motivation should focus on creating working conditions that foster higher levels of employee job satisfaction. Based on the research findings, it is recommended that the South Sulawesi Provincial BPSDM continue to enhance job security for PPPK by ensuring transparent communication about employment status, employee rights and obligations, and career development opportunities. Additionally, the organization needs to ensure that

the work system in place operates in a clear, structured manner and supports the performance of duties, thereby fostering comfort and job satisfaction among employees.

Since job satisfaction has been shown to influence work motivation directly, the South Sulawesi Provincial BPSDM needs to prioritize policies to increase employee satisfaction, such as performance-based rewards, competency development, improving the quality of work relationships, and fostering a supportive work environment. These efforts are expected to boost employees' motivation at work sustainably. For future researchers, it is recommended to develop a research model by incorporating additional variables that may influence work motivation, such as leadership, organizational culture, compensation, work engagement, and organizational commitment. Additionally, the research could be expanded to other government agencies to gain a more comprehensive understanding of the factors influencing PPPK employees' work motivation.

Acknowledgment

The author would like to express gratitude to the Ministry of Higher Education, Science, and Technology, Directorate General of Research and Development, for the support and funding provided for this research through the Master's Thesis Research Grant for the 2026 fiscal year.

Statement of Use of Generative AI

During the preparation of this work, the author used generative artificial intelligence tools to support the scientific writing process. Grammarly was used to check grammar, refine writing style, and improve clarity in scientific writing. All interpretations, analyses, and conclusions presented in this study are the sole responsibility of the author.

References

- Adipura, A., & Puspitasari, K. A. (2022). Pengaruh Disiplin Kerja, Motivasi Kerja, Dan Stres Kerja Terhadap Kepuasan Kerja Karyawan Dengan Lingkungan Kerja Sebagai Variabel Moderasi (Studi Pada Gejayan Innova). *Journal of Management Economics and Accounting*, 1(3).
- Adzhar, M. H., Nirmala, D. W., Khoiruddin, U., & Indrioko, E. (2025). Studi Literatur: Analisis Kritis Perkembangan Kebijakan Pegawai Pemerintah Dengan Perjanjian Kerja (Pppk) Guru Dan Tenaga Kependidikan Di Indonesia. *Jurnal Ilmu Pendidikan Dan Pembelajaran*, 7(3), 364–377.
- Ahakwa, I., Yang, J., Tackie, E. A., & Atingabili, S. (2021). The influence of employee engagement, work environment and job satisfaction on organizational commitment and performance of employees: a sampling weights in PLS path modelling. *SEISENSE Journal of Management*, 4(3), 34–62.
- Aman-Ullah, A., Aziz, A., Ibrahim, H., Mehmood, W., & Abdullah Abbas, Y. (2022). The impact of job security, job satisfaction and job embeddedness on employee retention: an empirical investigation of Pakistan. s health-care industry. *Journal of Asia Business Studies*, 16(6), 904–922.
- Angelina, M., & Supriadi, I. (2023). Kepuasan kerja, motivasi kerja, dan disiplin kerja dalam meningkatkan kinerja pegawai. *Journal of Innovation in Management, Accounting and Business*, 2(2), 51–58.
- Arefin, M. S., Faroque, O., Zhang, J., & Long, L. (2023). High-performance work systems and organizational citizenship behavior: the role of goal congruence and servant leadership. *International Journal of Emerging Markets*, 18(11), 5432–5453.
- Asif, M., & Shaheen, A. (2022). Creating a high-performance workplace by the determination of importance of job satisfaction, employee engagement, and leadership. *Journal of Business Insight and Innovation*, 1(2), 9–15.
- Asniwati, A., & Latief, F. (2026). The Influence of Interpersonal Communication and Workplace Friendships on Employee Job Satisfaction in Public Organizations. *Advances in Human Resource Management Research*,

- 4(2), 185–200.
- Badaruddin, B., Masuan, D., & Dwijayati, T. (2023). Pengaruh Kepuasan Kerja, Komitmen Organisasi, dan Motivasi Kerja terhadap Organizational Citizenship Behavior. *Jurnal Manajemen STIE Muhammadiyah Palopo*, 9(1), 72–83.
- Bahad r, F., Ye ilta, M., Sesen, H., & Olaleye, B. R. (2024). The relation between perceived organizational support and employee satisfaction: the role of relational psychological contract and reciprocity ideology. *Kybernetes*, 53(1), 102–122.
- Bennouna, A., Boughaba, A., Djabou, S., & Mouda, M. (2025). Enhancing workplace Well-being: unveiling the dynamics of Leader ?. Member exchange and worker safety behavior through psychological safety and job satisfaction. *Safety and Health at Work*, 16(1), 36–45.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage Publications.
- Destianikitha, B. D., & Firdaus, R. A. (2025). Analisis Kebijakan Penghapusan Tenaga Honorer di Lingkungan Pemerintah Kabupaten Bangkalan. *Syntax Idea*, 7(2), 294–301.
- Efendi, S., & Yusuf, A. (2021). Influence of competence, compensation and motivation on employee performance with job satisfaction as intervening variable in the environment of indonesian professional certification authority. *International Journal of Economics, Business and Accounting Research (IIEBAR)*, 5(3), 2441–2451.
- Fatmasari, F., & Badaruddin, B. (2022). Discipline, motivation, local wisdom, and work environment on performance through job satisfaction. *Jurnal Manajemen*, 26(3), 492–511.
- Firman, A., Latief, F., & Dirwan, D. (2024). Efek Motivasi Kerja, Lingkungan Kerja, dan Budaya Organisasi terhadap Kinerja Pegawai. *Paradoks: Jurnal Ilmu Ekonomi*, 7(4), 425–435.
- Fitriadi, Y., Susanto, R., & Wahyuni, R. (2022). Kontribusi keterlibatan kerja terhadap kinerja pegawai: peran mediasi kepuasan kerja. *Jurnal Ekobistek*, 448–453.
- Galu, A., Mahmud, M., & Mauzu, F. (2025). Pengaruh Keterlibatan Kerja, Kesesuaian Kerja dan Kepuasan Kerja terhadap Kinerja Karyawan. *Advances in Management & Financial Reporting*, 3(3), 909–926.
- Hakim, A. R. (2023). Konsep manajemen sumber daya manusia terhadap kesejahteraan rakyat di era tantangan digital. *Journal of Economics and Business UBS*, 12(4), 2672–2682.
- Hamada, N. (2025). Kedudukan Pegawai Pemerintah dengan Perjanjian Kerja (PPPK) Paruh Waktu Dalam Sistem Kepegawaian. *Jurnal Kolaboratif Sains*, 8(5), 2571–2576.
- Harahap, M. F., Fitria, R. D., & Kusumaa, M. D. (2025). Implementasi Kebijakan Manajemen Pegawai Pemerintah Dengan Perjanjian Kerja. *Administratie: Jurnal Administrasi Publik*, 7(1), 6–10.
- Indrawan, I. (2025). Motivasi Kerja SDM Pendidikan dalam Meningkatkan Kinerja Profesional. *Jurnal Pelita Manajemen Pendidikan*, 2(2), 137–152.
- Januru, L., Wenda, Y., Irja, I., Barasa, R. T., Isjoni, M. Y. R., Abdullah, A., Pradana, I. P. Y. B., & Unga, W. O. H. (2026). *Manajemen Sumber Daya Manusia Sektor Publik*. CV. Edu Akademi.
- Judge, T. A., & Robbins, S. P. (2017). *Organizational behavior*. Pearson.
- Kayar, S., & Ye ilada, T. (2024). Quartet of Sustainable Job Security, Job Performance, Organizational Commitment, and Motivation in an Emerging Economy: Focusing on Northern Cyprus. *Sustainability*, 16(16), 6764.
- Kessi, A. M. P., Suhartini, M. M., Saharuddin, S. E., Aisy, N. A. R., Wahyuni, S. E., Suharso, A. A. P., Khairunnisa Rahmah, S. E., Graha, A. N., & Kristina Sedyastuti, M. M. (2025). *Manajemen Sumber Daya Manusia: Pendekatan Strategis dan Dinamis*. PT Bukuloka Literasi Bangsa.
- Kustiawan, U., Marpaung, P., Lestari, U. D., & Andiyana, E. (2022). The effect of affective organizational commitment, job satisfaction, and employee engagement on job happiness and job performance on manufacturing company in Indonesia. *WSEAS Transactions on Business and Economics*, 19(52), 573–591.
- Marlinawati, M. (2025). Kinerja Pegawai Dalam Meningkatkan Pencapaian Tujuan Organisasi Pada Kantor Kecamatan Lahei, Kabupaten Barito Utara, Provinsi Kalimantan Tengah. *Journal of Society and Scientific Studies*, 1(2), 20–32.
- Maryatmi, A. S. (2020). Job satisfaction as a mediator of career development and job security for well-being.

- International Journal of Innovation, Creativity and Change*, 12(3), 271–282.
- Parsaulian, A., Bambang, R., & Siddiq, A. (2025). Motivasi dan Kepuasan Kerja: Kunci Kinerja Karyawan. *Jurnal Public Issues: Jurnal Ilmu Sosial, Humaniora, Politik dan Kebijakan Publik (JISHPKP)*, 2(2), 28–38.
- Pradini, J., & Sulistyono, T. (2025). Analisis Kedudukan Pegawai Pemerintah dengan Perjanjian Kerja Pasca Penetapan Undang-Undang Nomor 20 Tahun 2023 Tentang Aparatur Sipil Negara. *Book Chapter Hukum Dan Lingkungan*, 1, 854–885.
- Pratama, G., & Elistia, E. (2020). Analisis motivasi kerja, kepemimpinan transformasional dan budaya organisasi terhadap kinerja karyawan dimediasi kepuasan kerja pada angkatan kerja generasi Z. *Jurnal Ekonomi: Journal of Economic*, 11(02).
- Rahmadiyanti, V. O., & Kuswinarno, M. (2024). Efektivitas Kecerdasan Emosional dalam Peningkatan Komitmen Organisasi dan Kepuasan Kerja Karyawan. *EBISMAN EBisnis Manajemen*, 2(4), 68–77.
- Reza, I. F., Hadinata, E. O., Setiawan, K. C., Oktaviani, N. S., Kamilah, S. N., & Amanda, Z. (2025). Navigating Job Insecurity: The Role of Islamic Personality, Forgiveness, and Social Support on the Well-Being of Indonesian Contract-Based Government Lecturers. *International Journal of Islamic Educational Psychology*, 6(2).
- Rhoda, A., & Idubor, E. (2024). Employment Security and Employee's Job Satisfaction in Selected Hospitals in Benin City. *International Journal of Marketing and Management Sciences*, 4(2), 237–251.
- Riyanto, S., & Herlissha, N. (2020). Job satisfaction management, work motivation and employee engagement to improve employee performance. *International Journal of Business and Management Invention (IJBMI)*, 9(7), 11–16.
- Sanjaya, R. A., Firlana, H., & Priyatno, M. B. (2025). Faktor motivasi kerja yang mempengaruhi produktivitas pegawai sektor publik di Indonesia. *Jurnal Lentera Bisnis*, 14(2), 2022–2038.
- Sati, P. L., & Izzati, U. A. (2025). Kesejahteraan Psikologis Karyawan di Tempat Kerja: Systematic Literature Review. *MANABIS: Jurnal Manajemen dan Bisnis*, 4(2), 70–81.
- Sohail, A., Ali, S., Shuja, B., & Alam, N. A. (2020). Impact of Motivation and Job Security on Employee Performance: An Empirical Study. *Journal of Innovative Research in Management Sciences*, 19–26.
- Subroto, V. V., MM, M., Moeins, I. H. A., Marhalinda, S. E., Alhempy, R. R., & SE, M. M. (2024). *Keterikatan Kerja: Konsep, Teori dan Aplikasi dalam Dunia Kerja*. Takaza Innovatix Labs.
- Sugiyono, D. (2020). *Metode penelitian pendidikan pendekatan kuantitatif, kualitatif dan R&D*.
- Surianto, S., & Latief, F. (2026). Leadership–Motivation Asymmetry in Shaping OCB: Evidence from Public Sector Mediation Dynamics. *Jurnal Minds: Manajemen Ide Dan Inspirasi*, 13(1), 129–140.
- Syailendra, S. (2023). Determination of motivation and performance: Analysis of job satisfaction, employee engagement and leadership. *International Journal of Business and Applied Economics*.
- Sylviana, N., Ningsih, R. S. K., Hartati, Y., & Yulianti, M. (2020). The impact of work motivation, job satisfaction, and organizational commitment on organizational citizenship behavior (OCB) of the civil servants (ASN) of the Development and Planning Bureau, Mentawai Islands Regency. *American Journal of Humanities and Social Sciences Research*, 4(4), 28–35.
- Yuniarti, S., Hadmar, A. M., Zaenuri, M., & Mutiarin, D. (2024). Digital Transformation in Civil Service Management: Implementing the SmartASN Platform. *Society*, 12(2), 381–396.
- Zammiti, A., Magnano, P., & Santisi, G. (2020). "Work and Surroundings": A training to enhance career curiosity, self-efficacy, and the perception of work and decent work in adolescents. *Sustainability*, 12(16), 6473.
- Zebua, L. K., Waruwu, E., Hulu, F., & Lahagu, P. (2024). Analisis Dampak Ketiadaan Kontrak Kerja Terhadap Dinamika Hubungan Industrial dan Kesejahteraan Karyawan di PT The Semangat Baru. *Tuhenori: Jurnal Ilmiah Multidisiplin*, 2(3), 173–186.

Corresponding author

Badaruddin Badaruddin can be contacted at: badar@stienobel-indonesia.ac.id

